**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 24 August 2021

## Present

Gill Leng Chief Executive

Meindert Boysen Director, Centre for Health Technology Evaluation and Deputy Chief Executive

Paul Chrisp Director, Centre for Guidelines

Jane Gizbert Director, Communications

Jennifer Howells Director, Finance, Strategy and Transformation

Judith Richardson Acting Director, Health and Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Pall Jonsson Programme Director – Data and Analytics

Rebecca Threlfall Chief of Staff

Carla Deakin Programme Director – Commercial and Managed Access (item 5.1)

David Coombs Associate Director – Corporate Office (items 5.3 and 6.1)

Elaine Repton Corporate Governance and Risk Manager (minutes)

**External guests**

Amber Kennard Consultant, Deloitte (item 3.3)

Mette Mikkleson Consultant, Deloitte (item 3.3)

Laura Weigold Consultant, Deloitte (item 3.3)

## Apologies (item 1)

1. Apologies were received from Felix Greaves who was represented by Pall Jonsson.

## Declarations of interest (item 2)

1. The previously declared interests were noted.

## Notes of the previous meeting (item 3.1)

1. The minutes of the meeting held on 10 August 2021 were agreed as a correct record subject to an amendment to paragraph 14 to read – Jane Gizbert advised that the lay summaries were in hand, in addition to an overview of the process and methods consultation for the press release.

## Matters arising (item 3.2)

1. The actions from the meeting held on 10 August 2021 were noted as complete or in hand.
2. Judith Richardson advised that HEE had decided against submitting a CSR bid for strategic partnership working with NICE on guidance implementation, but that other options for working together in the future were being explored.
3. Jennifer Howells confirmed that a communication was sent via email to all staff with an invitation to take part in a ‘future world of work’ interactive feedback session to be hosted by Deloitte on the afternoon of 24 August.
4. Meindert Boysen agreed to ask Nick Crabb to prepare a briefing note for ET ahead of the board to board and dinner with the MHRA in October.

**ACTION: MB/NC**

1. ET noted that the process and methods consultation launched on 18 August and the first of four webinars for stakeholders was taking place today. Meindert Boysen wished to formally place on record his gratitude to all the staff who have been involved for their tremendous effort and hard work.
2. The NICE International board paper has been revised based on ET’s feedback. The terms of reference for the external international advisory group is requested to come back to ET for approval.

**ACTION: PPD/NC**

1. It was noted that a response was awaited from Michelle Rowlands relating to the use of the small meeting pods in the Manchester office, as to whether CO2 monitors were required to test the air flow and ventilation before the pods could be put back into use.

## Ways of working (item 3.3)

1. Consultants from Deloitte joined the meeting to give a presentation to ET of their planned approach and objectives for the future ways of working commission. ET noted the work undertaken to date and that Deloitte was hosting an open session with staff following the ET meeting, followed by one to one sessions with Gill Leng and board member next week to gather as many views as possible.
2. ET members were asked to share their aspirations for the future world of work to help shape the review and highlight any areas for Deloitte to focus on. A summary of the key issues discussed were:

* To have a clear set of critical success factors to measure progress over the coming years
* To provide benchmarking against other organisations/ALBs and to develop a set of diagnostics to address any identified gaps
* Ask how well staff coped with working from home and childcare responsibilities?
* What has the recruitment process has been like for new starters – what has the induction experience felt like? Has it been difficult to build relationships?
* Does home working impact promotion opportunities? Are there equality issues to consider?
* Is there a tension between roles that can be carried out virtually and those that are predominantly office based eg facilities and some IT roles?
* How can the workplace promote innovation and collaboration? How do we relate to our stakeholders?
* Will there be a noticeable drop in productivity when staff begin commuting and working shorter days?

1. The Deloitte team were requested to visit both offices as part of their information gathering, and to consider how staff can be encouraged back into the office, particularly in London where the office base has moved to Stratford, resulting in a longer commute for some staff.
2. It was planned that a final report would be shared with the board in November.

## Hot topic (item 4)

1. **Returning to the office** – Jennifer Howells gave feedback following the recent Joint Consultative Committee meeting at which staff concerns had been expressed about ET’s decision to require staff to return to the office for 1 day per week from 1 October 2021. It was agreed to defer a discussion until the ET retreat on 31 August when the interim CPO will be in joining NICE.

**ACTION: JH**

## Innovative Licensing and Access Pathway (item 5.1)

1. Carla Deakin presented a draft board paper advising ET of the progress made to fully operationalise the Innovative Licensing and Access Pathway (ILAP) in line with the NICE business plan objective, and to give an update on the partnership working with the MHRA.
2. ET noted a number of areas identified for continuous development/improvement in the longer-term as the ILAP evolves further, specifically the need for a regulatory change to allow information sharing with the MHRA.
3. It was agreed that the paper should be re-framed into a set of slides for the private board meeting in September giving a more strategic overview and including success measures, for example to assess whether guidance is being produced faster.

**ACTION: CD/MB**

## SCW consultation paper (item 5.2)

1. ET considered the draft consultation paper on the proposed changes to workstreams in the Health and Social Care Leadership and Engagement Teams.  ET recommended a small number of amendments to the paper in respect of para 4 (tense and formatting), para 5 to clarify it is the impact on staff and para 6 to reference the prioritisation process*.* With those amends the consultation document was approved and Judith Richardson asked to take it forward.

**ACTION: JH/SCW/JR**

1. ET also considered the counterproposal raised by Unison in response to the proposed changes.  ET did not feel that these responded to the primary reasons behind the proposals and as such the consultation should proceed as planned.  ET considered that the proposals should be considered alongside feedback on the consultation.

**ACTION: SCW/JR**

## Integrated performance report (item 5.3)

1. David Coombs sought ET’s feedback on the proposed integrated performance report for submission to the September public board meeting, noting that the transformation indicators will be reviewed at the Transformation Portfolio Board (TPB) on 26 August. ET requested future sequencing should allow ET to review a version after the TPB had commented.

**ACTION: DC/JH**

1. Meindert Boysen requested additional commentary be included to explain the performance in diagnostics and medical technologies guidance, to note that teams had been moved to work on the TA/HST programmes. It was noted that guidance surveillance reviews were over performing. Paul Chrisp agreed to provide commentary to explain the unplanned nature of this programme.

**ACTION: MB/PC**

1. ET requested clarity on why the year end forecast had shifted. Jennifer Howells agreed to review and amend the finance section to clarify the current and year-end forecast income variation.

**ACTION: JH**

## Strategic risks (item 6.1)

1. ET reviewed updates to the strategic risks ahead of the risk register being submitted to the audit and risk committee (ARC) and board meetings in September.
2. It was queried whether a new risk should be included following the tender exercise for the guideline collaborating centres. It was agreed to re-word the proposed risk to be about guideline delivery and retaining future strategic relationships with the Royal Colleges.
3. ET also agreed the current top risks to be highlighted to the ARC for discussion – those being capacity, recruitment challenges and future resourcing. It was agreed that the year 2021/22 be removed from the register as the strategic risks spanned the current and future financial years.

**ACTION: ER**

## Review of the meeting (item 7)

1. No comments.

## Other business (item 8)

1. No further items were raised.